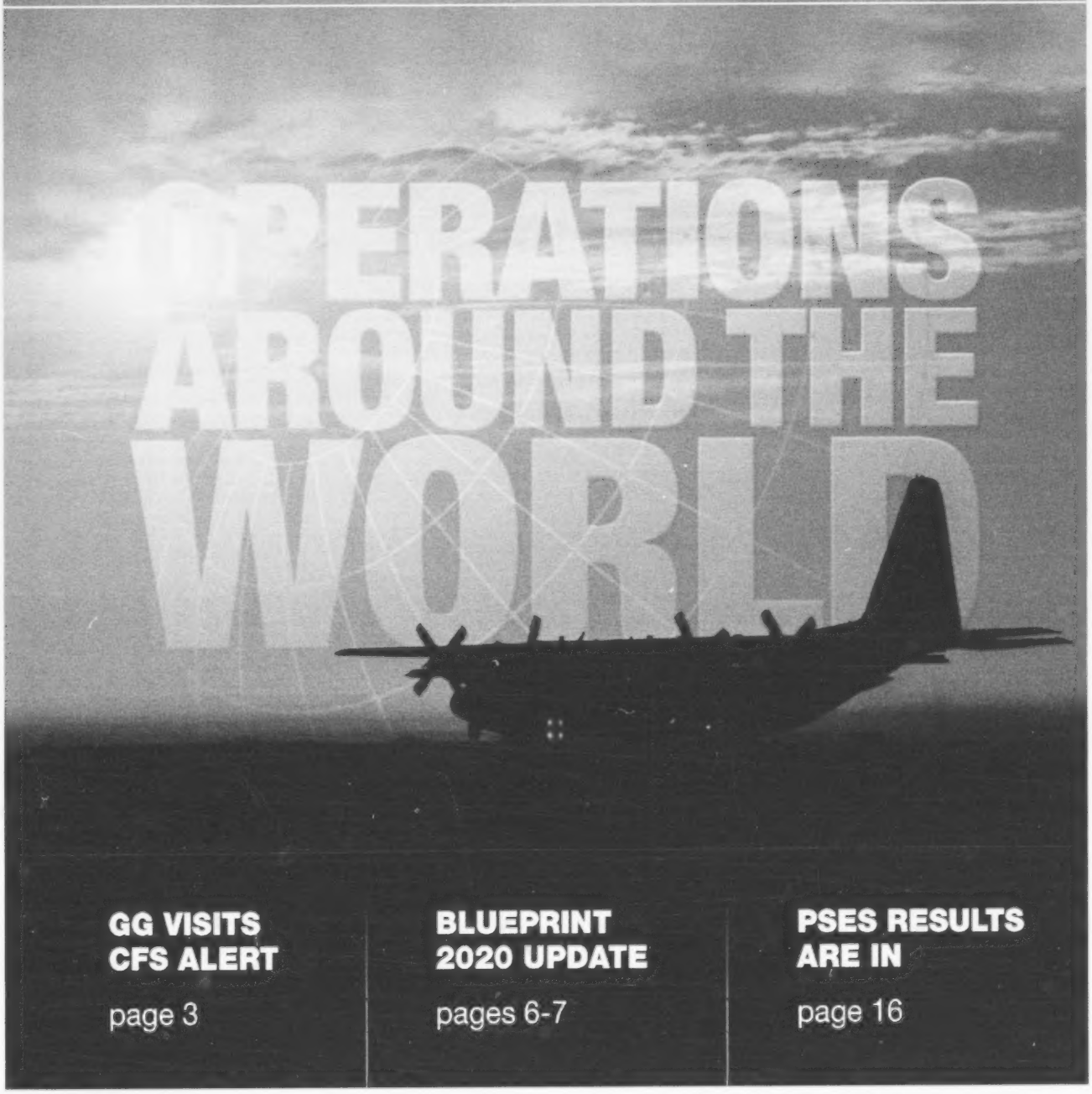
THE Maple Leaf / LA Feuille d'érable

March 2015, Volume 18, Number 3 | Keeping the Defence Team informed | Français au verso



GG VISITS CFS ALERT
page 3

BLUEPRINT 2020 UPDATE
pages 6-7

PSES RESULTS ARE IN
page 16

National Defence / Défense nationale

Canada

CHANGES TO SENIOR LEADERSHIP AT DEFENCE

February brought new leadership to the senior ranks of the Defence Team. On January 26, the Prime Minister announced the appointment of John Forster as the new Deputy Minister. Jason Kenney was introduced as the new Defence Minister on February 9.

Both will continue the government's work to defend our values, interests and sovereignty at home and around the world.

DEFENCE MINISTER, JASON KENNEY

Mr. Kenney a Member of Parliament since 1997 and current Minister of Multiculturalism, has served in a number of important portfolios including Minister of Employment and Social Development and Minister of Citizenship and Immigration.

"I am pleased to have the opportunity to highlight the Canadian Armed Forces efforts to defend Canada and North America and their meaningful contributions to international peace and security. As the new Minister of National Defence, I am proud to recognize the accomplishments of our men and women in uniform," stated Minister Kenney.

ROLE OF THE MINISTER

The *National Defence Act* sets out the duty of the Defence Minister to manage and direct the Canadian Armed Forces and all matters relating to National Defence.

The Defence Portfolio comprises DND/CAF and a number of related organizations, all of which are the collective responsibility of the Defence Minister.

The Minister provides direction/guidance to the Deputy Minister and Chief of the Defence Staff on Defence matters.

For a full list of the duties of the Defence Minister visit: **dt.mil.ca**

DEPUTY MINISTER, JOHN FORSTER

Mr. Forster, as the former Chief of the Communications Security Establishment, has experience collaborating closely with civilian and military personnel.

"I've witnessed first-hand the professionalism, competence, and dedication of the Defence Team. I appreciate how large, unique and integrated an organization this is and am eager to learn more as we work together to achieve our common goals and objectives in the service of Canada," said Mr. Foster.

I am confident that together we will make the most of what promises to be interesting and exciting times. I look forward to working alongside the Chief of the Defence Staff, General Lawson, as well as the L1 cadre and their management teams as we continue to deliver on our shared Defence priorities and objectives.

ROLE OF THE DEPUTY MINISTER

The Deputy Minister of National Defence heads the Department of National Defence and, as the senior civilian advisor to the Minister appointed by Cabinet on the advice of the Prime Minister, is responsible for:

- Policy advice
- Departmental management
- Inter-departmental coordination
- International defence relations
- Public Service Renewal
- Federal-provincial relations
- Portfolio management

The Deputy Minister is responsible for providing strategic direction for both resource allocation and resource management, and is accountable for those responsibilities.

MEMORIAM FOR SAR TECH

Sergeant Mark Salesse, a search and rescue technician from 435 Transport and Rescue Squadron Winnipeg, Manitoba had a physical presence that made people notice him, but it was his natural tendency to reach out and help others that made him a person others would call a brother or a friend.

Sgt Salesse an experienced SAR Tech was conducting routine mountain training with his team of other SAR Techs when he was swept away by an avalanche on February 5, leaving him buried in the snow covering Polar Circus in Banff National Park, Alberta. Initial search efforts by his climbing partner immediately after the avalanche, and subsequent searches by Parks Canada visitor safety specialists, were made more difficult by poor weather conditions that increased the risk of more avalanches. On February 11, Sgt Salesse's remains were recovered from the treacherous terrain.

"On behalf of the entire RCAF family, I extend my deepest sympathy to his family, his friends and all of his colleagues at 435 Transport and Rescue Squadron at 17 Wing Winnipeg," said Lieutenant-General Yvan Blondin, commander of the Royal Canadian Air Force.

CAF personnel Air Task Force – Iraq pause to observe two minutes of silence during Op IMPACT on February 14, in honour of SAR Tech Sgt Mark Salesse, who was killed in a mountain training exercise in Alberta.

The Maple Leaf
ADM(PA)/DGPASP
101 Colonel By Drive
Ottawa ON K1A 0K2

Fax: 819-997-0793
E-mail: +Internal Communications internes@ADM(PA)@Ottawa-Hull
internal communications internes@forces.gc.ca
Web site: www.forces.gc.ca
Translation: Translation Bureau, PWGSC

Submissions from all members of the CAF and civilian employees of DND are welcome; submission guidelines can be found on the Defence Team intranet. Articles may be reproduced, in whole or in part, on condition that appropriate credit is given to *The Maple Leaf* and, where applicable, to the writer and/or photographer.

The Maple Leaf is the monthly national publication of the Department of National Defence and the Canadian Armed Forces, and is published under the authority of the Assistant Deputy Minister (Public Affairs).

ISSN 1480-4336 • NDID/IDDN A-JS-000-003/JP-001

COVER:
A CC-130J Hercules lands in Kuwait during Op IMPACT.

GOVERNOR GENERAL EXPERIENCES THE NORTH

A place that is cold most of the year and snow covered for 10 months of the year does not seem like a place many people want to visit. But Governor General David Johnston did just that recently on his first visit to Canadian Forces Station (CFS) Alert.

The Governor General has enormous admiration for the men and women who wear the Canadian Armed Forces (CAF) uniform and is always interested in learning about the challenging work CAF personnel do, no matter where they may be located in the world.

"I say that the three epic challenges that face humanity are: man vs nature; man vs men; and man vs himself or herself, and they are accentuated there in the North — life is more challenging," he said.

CFS ALERT

The Governor General's first impression of this permanently inhabited location, located 817 kilometres from the geographic North Pole, was how well Defence Team members stationed there handled the challenges of being at CFS Alert for a six- to eight-month period.

More than 55 full-time military, civilian and contracted personnel provide services that include administration, operations, construction engineering, transport, supply, food services and medical services. Environment Canada has up to four employees on station at a time. As well, many people come to Alert on a temporary basis.

Personnel at CFS Alert also maintain a geolocation capability to support operations and High Frequency and Direction Finding facilities to support search and rescue and other operations, as well as provide support to Environment Canada and Arctic researchers. Alert also plays a key role in projecting Canadian sovereignty in the Arctic.

"At the top of the world, we are receiving communication intelligence from that northern half. The intelligence is not only of a strategic kind, it is also of an environmental and scientific kind, gathering information from this unique point of observation and listening on this sphere which we call the earth," said the Governor General.

SIGNALS INTELLIGENCE

While in the North, the GG had an opportunity to observe some of the research and innovative work being done at this station. CFS Alert maintains signals intelligence facilities in support of CAF operations. Signals intelligence is conducted remotely, using the equipment and facilities located at Alert.

"The North is so vast and we still know so much less about it than we do so with many other parts of the world. I see some great opportunities for us [CAF] to do more in the scientific understanding of the North and in collaboration with other members of the Arctic Council, beyond contest of borders and trying to ensure that we develop a better understanding through collaborative efforts of just what is going on in that part of the world."

Over the years, technological advances led to the reduction in the number of personnel required for the operational/signals intelligence role.

THE CHOSEN FROZEN

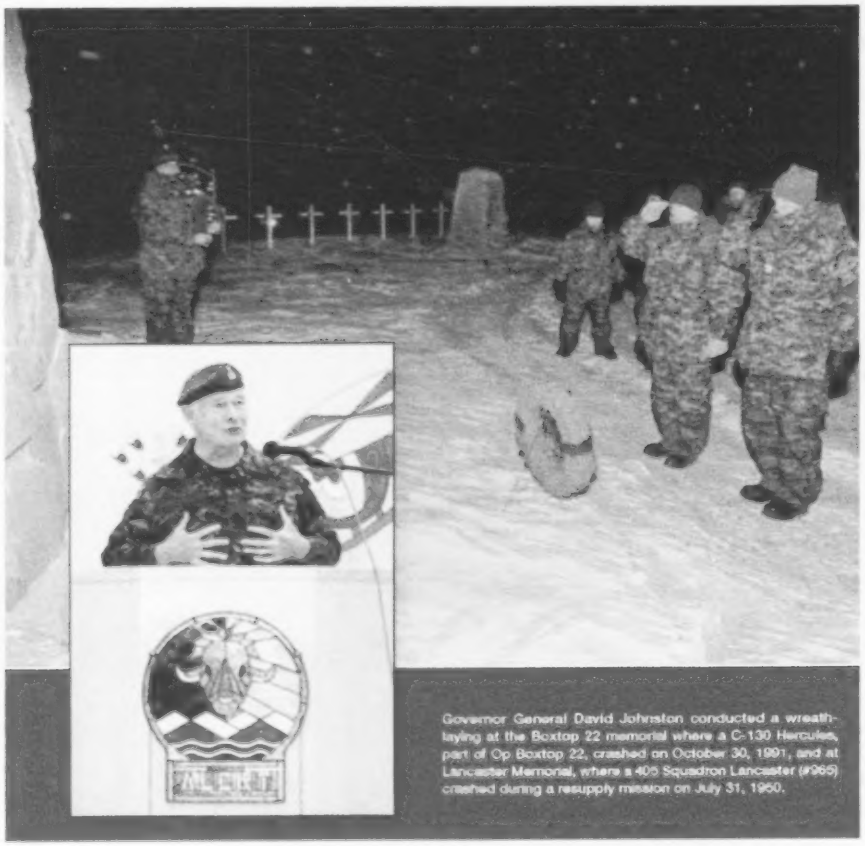
"As you know, I have enormous admiration for the men and women who wear the Canadian uniform. First of all, they refer to themselves [CFS Alert personnel] as the "Chosen Frozen". They are volunteers, chosen because they are people of particular character and particular capacity to demonstrate the best characteristic of team work," said the Governor General. "I was amazed by how good the morale was. Four months of complete darkness, and yet there is a buoyancy and an esprit de corps that is just tangible."

Being captivated with the overall challenge of being in the North, not only because of its location, the weather at CFS Alert became a challenge during the Governor General's visit.

"We had the great pleasure of going up to the North and bringing supplies, in particular fuel that was carried by one of our big CC-17," he said. "This is a mighty piece of equipment. It was intended to spend the night in Thule, the US Air Force Base in Greenland perhaps 700-800 km away but, the winds were over 160 km per hour in Thule, so it was not appropriate to fly there."

This was the first remaining-over-night (RON) for the CC-17 in recent memory for 429 Sqn, and certainly during the cold and darkness of January.

"We were not entirely certain that the engines would start the next day, but the crew went out with whatever the jet engine equivalent of a hairdryer is and got the engines started, and away we went. So it was one more reminder of the fact that life in the North is challenging and people are very resilient in dealing with it," said the Governor General.



PHOTOS: Sgt Ronald Duchesne

Governor General David Johnston conducted a wreath-laying at the Boxtop 22 memorial where a C-130 Hercules, part of Op Boxtop 22, crashed on October 30, 1991, and at Lancaster Memorial, where a 405 Squadron Lancaster (#965) crashed during a resupply mission on July 31, 1950.

ERRATUM In the December edition of *The Maple Leaf* (Vol. 17, No. 11, page 13), in the article "Maroon Berets meet Serving Paratroopers", appeared several incorrect facts. The name of the operation was Op OVERLORD, not Op NEPTUNE. The 1st Canadian Parachute Battalion was the only Canadian unit taking part in the airborne operation, with 541 paratroopers participating in D-Day. As well, MWO (Ret) Mervin Jones was not a prisoner of war and there are currently more than two surviving Second World War paratroopers.

CONTROLLED AVALANCHE triggered during Op PALACI

Few people ever get the opportunity to trigger an avalanche in Rogers Pass, but that's just what the Lieutenant Governor of British Columbia, Judith Guichon, got to do on January 28 while visiting the soldiers on Operation PALACI.

The visit included a tour of the facilities at the Rogers Pass Discovery Centre and Parks Canada compound, with the commander of Joint Task Force Pacific (JTFP), Rear-Admiral Bill Truelove. At the end of the day, the Lieutenant Governor got to pull the first lanyard on a CS 105-mm Howitzer cannon, which is used to trigger a controlled avalanche.

This was an opportunity to learn more about the avalanche control program, to thank those responsible for its success and to celebrate the more than 50 year partnership between Parks Canada and the Canadian Armed Forces (CAF).

"This expert team works hard every day to help keep BC roads safe," said Lieutenant Governor Guichon. "For this, we are grateful to them."

In thanks, the Lieutenant Governor presented special 50th anniversary coins to those who contribute to this valuable operation, which includes members of Parks Canada, the CAF, the B.C. Ministry of Transportation and Canadian Pacific.

OPERATION HISTORY

Op PALACI is the CAF contribution to Parks Canada's avalanche-control program in Rogers Pass, where the Trans-Canada Highway and the Canadian Pacific Railway cross the Selkirk Mountains. Occurring every year between November and April, its objective is to prevent naturally occurring avalanches, and to ensure road and rail links between coastal B.C. and the rest of Canada are not blocked.

"We are continuously working with other government departments and agencies throughout the province to ensure the Canadian Armed Forces provide the necessary support when requested," explained RAdm Truelove. "Operation PALACI is just another example of how we work closely with our regional partners to achieve this effect."

Rogers Pass receives, on average, 14 metres of snowfall at treeline each winter, and the area contains more than 130 avalanche paths that intersect the Trans-Canada Highway. As a preventative measure, scientists from Parks Canada predict where these avalanches are most likely to occur and pass this information on to the artillery task force. The task force then fire shells from one of 17 different gun positions along the Highway to prevent snow build-up that could result in dangerous, uncontrolled avalanches.

The operation is the largest mobile avalanche control program in the world that uses artillery. It is conducted by reserve and regular force regiments of the Royal Canadian Artillery and falls under the command and control of JTFP. ♣

Lieutenant Governor Judith Guichon pulls the first lanyard on a CS 105-mm Howitzer cannon to trigger a controlled avalanche during her visit to Op PALACI at Glacier National Park in Revelstoke, B.C.

Op IMPACT UPDATE

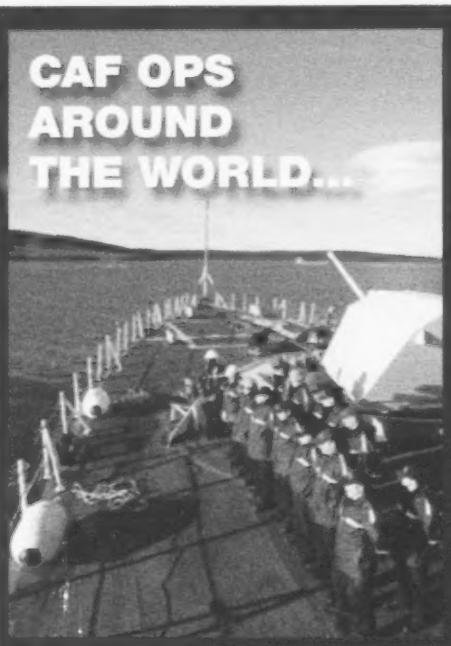
As of February 24, Iraqi force advances in northern Iraq, supported by coalition air strikes, have regained some territory from the Islamic State of Iraq and the Levant (ISIL). Also in northern Iraq, Iraqi forces successfully repelled ISIL assaults and regained ground they had lost in the summer. Iraqi forces are also manoeuvering to surround Mosul, the second largest city in Iraq and a significant hub in northern Iraq. These successes have hampered ISIL freedom of movement between Syria and Mosul, and forced ISIL to push their supply routes further to the south, further exposing them to coalition airstrikes.

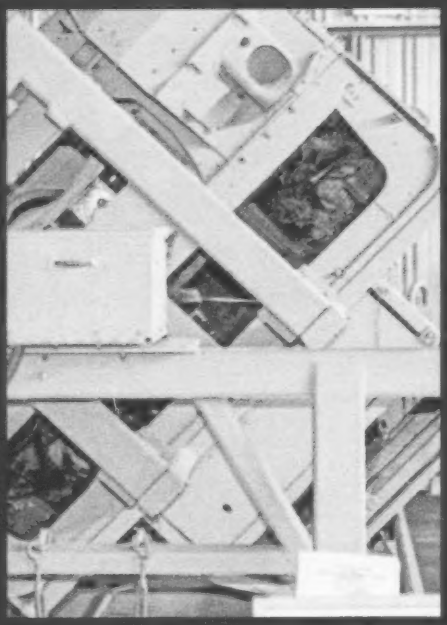
Air Task Force-Iraq has conducted 538 sorties, with CF-188 Hornet fighter jets conducting 352 sorties. The CC-150T Polaris refueller has conducted 88 sorties, delivering some 5,090,000 pounds of fuel [2,308,784 kg] to coalition aircraft; and CP-140 Aurora aircraft conducted 98 reconnaissance missions.

While taking part in coalition operations in support of Iraqi security forces, CF-188 Hornets successfully struck three ISIL fighting positions north of Mosul using precision guided munitions. On February 13, CAF CF-188s led a coalition airstrike against an ISIL compound housing an IED factory near Hit in Anbar province.

ISIL advances into Iraq have all but ceased and we continue to see signs of progress. Iraqi Security Forces are able to mount offensive operations to reclaim lost territory and ultimately reclaim sovereignty of their country; which is the ultimate goal of the coalition effort.

CAF OPS AROUND THE WORLD...





HMCS *Fredericton* members on the foc'sle conduct a customary "hands fall in" while the ship proceeds to sea from Split, Croatia during Op REASSURANCE.

Members of the Reconnaissance Platoon from 3 The Royal Canadian Regiment (RCR) practice rollover drills in an HMMWV Egress Assistance Trainer during Ex ALLIED SPIRIT I in Germany as part of Op REASSURANCE.

Onboard the USS *Simpson*, a CAF Naval Boarding Party specialist provides feedback to a member of the Seychelles Coast Guard boarding team during Ex CUTLASS EXPRESS in Port Louis, Mauritius.

CANADIAN RANGERS IMPRESS during Ex MOBILE RANGER

Canadian Rangers from several First Nation communities impressed a visiting commander during Exercise MOBILE RANGER 2015, a three-day outdoor training exercise held in the far North of Ontario.

It was the first time Brigadier-General David Patterson, deputy commander of 4th Canadian Division, had seen Canadian Rangers operating and it left a positive impression. Ex MOBILE RANGER was held in January near North Caribou Lake, a remote Oji-Cree community, 530 kilometres north of Thunder Bay.

"Their enthusiasm for the Ranger program was amazing, even as temperatures during the exercise dipped to -40°C with wind chills as low as -49°C," said BGen Patterson. "It was a very cold weekend and their ability to keep things going, working with bare hands on snowmobile engines, and just the act of living on the land in those temperatures was impressive."

The exercise brought together Canadian Rangers from Bearskin Lake, Kasabonika Lake, Kitchenuhmaykoosib, Muskrat Dam, North Caribou Lake, and Sachigo Lake, many of whom had to travel considerable distances by snowmobile to attend the exercise.

PHOTOS: Sgt Pete Moon

BGen David Patterson talks with two Canadian Rangers about improvised shelter building.

MCpl Spencer Anderson of Kitchenuhmaykoosib bundles up to cope with the cold.

OUTDOOR TRAINING

Training included building improvised shelters, emergency smoke signals and a challenging night navigation, in which BGen Patterson participated, driving a snowmobile for the first time.

"[Before] the night navigation exercise, one of the sergeants took me out for a little check ride to give me some basic skills so I could follow on the exercise and keep up with them," said BGen Patterson. "They refuelled at -40°C in the dark. They travelled using GPS, while moving on their snowmobiles at night and arrived within 10 feet [three metres] of the point they were supposed to be at on five occasions. That was impressive."

In northern Ontario, Canadian Rangers play a leading role in search and rescue and in spring flood and forest fire emergencies. The Canadian Army has rapid response units for domestic emergencies located in bases across the south of Canada and they are expected to be able to respond within 12 hours. But Rangers, located in their northern communities, often respond within one or two hours. ●

Human Intelligence:

CHANGING THE FACE OF THE MODERN BATTLE ENVIRONMENT

A JTF X source-handling team conducts mission planning during a training exercise.

A JTF X interrogation team works to gain information from a detained person during a training exercise.

A JTF X source-handling team meets up with an informant to exchange information during a training exercise.

Time-sensitive tactical intelligence gathered by human intelligence (HUMINT) operators has proven invaluable to Task Force commanders and is credited with aiding in mission completion and saving lives.

Joint Task Force X (JTF X), Canada's modern day HUMINT unit, provides strategic, operational and tactical human intelligence resources in support of DND/CAF programs and operations.

JTF X ROOTS

JTF X draws its roots from the Canadian Intelligence Corps that was formed on October 29, 1942. HUMINT collection operations are an integral element of modern military operations and are critical to understanding the intent and capabilities of the adversary.

JTF X resides within Canadian Forces Intelligence Group (CF INT GP), which reports to the Canadian Forces Intelligence Command (CFINTCOM).

"Given the current international geo-political situation, HUMINT will continue to play a crucial role as a force multiplier on future operational deployments," said Major-General Paul F. Wynnyk, commander CFINTCOM. "JTF X can provide the ground truth, as interpreted by local populations, with information on the situation within their area of operations that is realistic, reliable, and up-to-date."

INFORMATION STREAMS

JTF X gathers information from two steams; source handling and interrogation operations.

Source handlers establish discrete relationships with locals who have access, motivation and capability to provide information of intelligence value.

Interrogators strive to gain information of intelligence value from otherwise unwilling persons by focussing on rapport building and gaining trust and respect.

"JTF X is comprised of highly-trained professional soldiers who accept the unique challenges of their field and consistently deliver outstanding results," said Colonel Greg Burt, commander CF INT GP. "JTF X source handlers and interrogators are put through a rigorous selection process and extremely challenging courses to ensure that only the most qualified and professional soldiers are employed within the unit."

CAREERS

If you are interested in pursuing a career as a source handler or interrogator with JTF X, please visit the JTF X webpage at CFINTCOM.mil.ca to review the application instructions and download the application form.

For more information, please contact the JTF X education officer at CSN 271-7803 or e-mail: +SHAC@CFINTGP HQ@Ottawa-Hull for source handler information or +IAC@CFINTGP HQ@Ottawa-Hull for interrogator information. ●

THE NEW PERFORMANCE MANAGEMENT DIRECTIVE:

One Year Later

In an effort to ensure a consistent approach to measuring and reporting on civilian employee performance across the core public service, Treasury Board Secretariat introduced the Directive on Performance Management on April 1, 2014.

Performance management encompasses a set of activities that clarify what employees are expected to achieve at work and how they are expected to achieve it. These activities include defining performance expectations in terms of work objectives and expected behaviours (i.e., competencies), setting goals, providing feedback, supporting employee learning and development, and documenting performance in the employee's performance agreement.

At the Department of National Defence, the new DAOD 5006-1 Performance Management Program for Employees replaces the Civilian Performance Planning and Review (CPPR). This new directive outlines the roles and responsibilities of managers, employees and key stakeholders within DND and is aligned with Treasury Board Secretariat requirements.

PERFORMANCE MANAGEMENT ANNUAL CYCLE

Performance management is an ongoing process that involves planning, developing, coaching, providing feedback and evaluating employee performance.

Some performance management requirements are time-specific:

- At the beginning of the fiscal year, when performance expectations are established through performance agreements (by April 1);
- At mid-year, when performance is reviewed (by September 30); and
- At year-end, when performance is assessed (by March 31).

Performance management requires employees and their managers/supervisors to engage in an ongoing dialogue and meet regularly to review progress on work objectives and build competencies.

MARKING THE ONE-YEAR ANNIVERSARY OF THE DIRECTIVE

As we approach the March 31 date for year-end assessments – the first anniversary of the Directive on Performance Management – we can look back with pride on what we have accomplished under the program. Online training materials and instructional videos were developed for managers and employees through the Defence Learning Network. Customized program forms were prepared to meet individual department needs. Performance Management workshops have been held at Learning and Career Centres in 17 locations across Canada.

OPTIMIZING TALENT

Recognizing and leveraging employee potential contributes to fostering a culture of excellence in the public service by allowing emerging talent to mature. Talent Management Plans are offered to high performing employees to help them build competencies in order to meet the future needs of their organization.

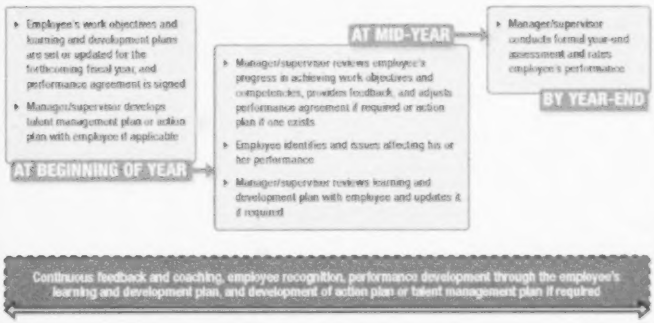
HELPING THOSE WITH UNSATISFACTORY PERFORMANCE

Action plans are developed for employees whose performance "did not meet" expectations. An action plan helps those employees to better understand what's expected of them and how they can honour their commitments. It gives a specific work breakdown with performance indicators and a timeframe to allow employees to perform their duties in accordance with acceptable standards.

FIND OUT MORE

One year after its launch, the Directive on Performance Management has delivered a standardized and consistent approach to evaluating employee performance and fostering a culture of excellence in the public service by efficiently managing activities, people and expectations.

Please visit the HR-Civ Performance Management Intranet site (hrciv-rhciv.mil.ca) for more information regarding the DAOD 5006-1 Performance Management Program for Employees, the performance management process, FAQs, tools, forms, training, policies, guidelines and communications. Visit the Treasury Board web site for additional information on assessment tools, providing feedback, and the performance management annual cycle. ◆


AT BEGINNING OF YEAR
Employee's work objectives and learning and development plans are set or updated for the forthcoming fiscal year, and performance agreement is signed
Manager/supervisor develops talent management plan or action plan with employee if applicable
AT MID-YEAR
Manager/supervisor reviews employee's progress in achieving work objectives and competencies, provides feedback, and adjusts performance agreement if required or action plan if one exists
Employee identifies and issues affecting his or her performance
Manager/supervisor reviews learning and development plan with employee and updates it if required
BY YEAR-END
Manager/supervisor conducts formal year-end assessment and rates employee's performance
Continuous feedback and coaching, employee recognition, performance development through the employee's learning and development plan, and development of action plan or talent management plan if required

DESTINATION 2020
TEN COMMITMENT UPDATES
Blueprint 2020 put forward a vision for the Public Service of the future. Thousands of public servants then shared their feedback on how we can achieve that vision. Based on your feedback, the Destination 2020 report was released which provided an action plan to achieve the end state.
Below is an update on the status of ten Public Service-wide commitments put forward in the Destination 2020 report.
10 Central Innovation Hub and Change Labs
These programs will help departments to accelerate system-wide innovation by spreading best practices and effective solutions, incorporating lessons learned from within Canada and internationally, and documenting results. The first wave of projects will be announced in winter 2015.
9 Internal Red Tape Tiger Team
This initiative will take a user-centric approach to improve the experience of all public servants in following administrative processes. The team is currently collecting red tape stories (online and in-person). Results and next steps will be available in March 2015.
8 Enhanced Directory of Federal Public Servants
This will include detailed employee profiles and a competency-based search function. There will also be additional enhancements, such as a social media feature that will link to employees' postings on GCpedia and GCconnex. New features will be added and broader launch that will take place following completion of a privacy assessment in winter 2015. DND will see a limited representation in the directory due to operational security concerns.
7 Desktop Videoconferencing
There are 25 organizations adding webcam and standardized software to users' desktops. An assessment of departments' procurement capacity is expected in spring 2015. DND is not currently a participating department in this pilot.
6 Wi-Fi Access
Deploying to 20 departments, 30,806 employees will have access in early 2015-16. Results of the pilot project with regulators will be available by March 2015. DND has been working with Shared Services Canada (SSC) to leverage this capability.
5 Usability Enhancements to GCpedia & GCconnex, Shared Intranet
An enhanced search tool, shared sign-in function, and software enhancements to be added in spring 2015.
4 Second Language Development
New level checks (oral, reading, writing) are currently being piloted to provide employees with an indication of their language skill levels. Seven online language training products will also be in place in 2015-16.
3 Enterprise-Wide Commitment to Learning
All Canada School of Public Service (CSPS) learning events are free of charge, as will be the full curriculum in 2016-17. New products include: a learning series for executives, an online orientation program, and a comprehensive managers' curriculum.
2 Engagement Process to Define and Communicate the Federal Public Service Brand
On hold until the launch of the Public Service Landing Page.
1 Public Service of Canada Landing Page
Public Service of Canada landing page (MyGC) to profile what public servants do and to promote employment opportunities. To be launched internally in winter 2015, along with links to departmental intranet sites, including DND.
FOR MORE INFORMATION ON BLUEPRINT 2020, VISIT CLERK.GC.CA.

BLUEPRINT 2020: The Journey Continues

On January 29, thousands of public servants from across the country watched the national webcast, Blueprint 2020: The Journey Continues. Below are a few highlights from the remarks by the Clerk of the Privy Council, Janice Charette, during this webcast.

Janice Charette, Clerk of the Privy Council and Secretary to the Cabinet

"We are moving away from talking about what Blueprint 2020 means, to doing it, from engaging with people to having people engaged, energized, and personally invested in creating the future that we know is possible for the Public Service.

Employee engagement needs to be considered more than a 'nice to have' or something that is done from time to time – it needs to be accepted as a critical organizational function.

I've noticed that when departments and agencies hardwire, or "bake-in" the Blueprint 2020 concepts into their everyday work, their decision-making processes, their business plans and their service delivery, both internally and externally – that's when we see real change occur.

We will only be successful if we move these initiatives from the side of our desks – the Blueprint 2020 principles need to be embedded in all that we do.

And yet, as we move forward, we must above all not lose sight of the human aspect. The Blueprint 2020 vision is not focused solely on what we do. It also has an impact on our behaviour and on how we do things.

The days of gatekeeping and information hoarding need to come to an end. Information must flow well across the organization. We must set our default to "open and share".

We also need a culture that enables people to be bold and innovative.

Often we think of innovation as something big and grand – but innovation does not need to be revolutionary, nor does it have to be technological or systems change – it's about doing things differently, which is at the core of Blueprint 2020.

This could be something as simple as fewer rounds of changes on a briefing note because everyone is now focused on thinking about the value they are adding, before they take their red pen out.

Over 110, 000 people took part in the Blueprint 2020 engagement exercise, generating thousands of ideas. That says a lot about the desire and enthusiasm for change.

I believe that our success depends heavily on employees playing an active role, taking ownership, and feeling personally empowered and accountable for achieving the Blueprint 2020 vision.

So my challenge is – I want each and every one of you to think about how you can make positive change in your workplace to help us get to the Blueprint 2020 vision.

Taken together, individual actions will make the difference on whether we get to our vision, or we don't.

Are you wondering what you can do? The possibilities are unlimited. For example:

- In your next learning plan, propose a way to acquire new skills that you feel would be essential in the Public Service of tomorrow;
- Identify a process that you feel is far too slow, find out what its purpose is and how you could simplify it, and propose a new process."

To see the full version of the Clerk's webcast, visit clerk.gc.ca.

SHAPE THE COMMUNICATIONS LANDSCAPE WITHIN DEFENCE!

Now is your chance to have a say in the who, what, where, when, how and why of internal communications at Defence.

The upcoming 2015 Defence Team Internal Communications Survey, will support the delivery of communications at Defence by providing the data required to improve internal communications tools and better understand the engagement and information needs of personnel.

The survey will be issued for a period of one month, with 12,000 Defence Team members selected to complete the survey. Online and paper copies will be available to participants across the country.

The Corporate Internal Communications (CIC) team in Public Affairs produces plans and products in support of defence priorities and employs various internal tools to communicate with members of the Defence Team. The survey has been designed to examine the effectiveness of these tools across the Defence Team:

- *The Maple Leaf*;
- The Defence Team intranet;
- The weekly Defence Team Updates e-mail; and
- Defence Connex.

GENESIS OF THE SURVEY

The last *Maple Leaf* survey was issued in 2008. There have been significant changes to the newspaper and new communications tools introduced since that time. These results need to be reassessed as they were compiled prior to the introduction of a corporate internal communications function at Defence in 2009. This survey will inform the development of new tools and the evolution of existing products.

The survey results will be used to determine how best to communicate with staff and which tools may be reviewed, modified, or introduced. Results are also an important element to ensure effective communication of Defence Renewal initiatives.

SURVEY FOCUS

The survey will be comprised of a variety of questions covering various communications tools, preferences and knowledge; including understanding of Defence and the Defence Team internal communications tools, communications usage and preferences, and the effectiveness of the corporate internal communications environment, including the chain of command, L1 tools, etc.

If you are randomly selected to participate in the survey, please let your voice and opinion be heard in order to shape the future of internal communications at Defence.

February ANNOUNCEMENTS

Despite much of the country being paralyzed in extreme weather warnings, the Defence Team was in full motion in February.

February 5

MINISTER NICHOLSON ATTENDED NATO DEFENCE MINISTERIAL MEETING

Former Defence Minister Rob Nicholson, met with his counterparts at the North Atlantic Treaty Organization (NATO) Defence Ministers meeting in Brussels, Belgium. The meeting provided the opportunity to review the implementation of the Readiness Action Plan, and to share views on the continually evolving global security environment.

February 11

CDS ANNOUNCED SENIOR APPOINTMENTS, PROMOTIONS, AND RETIREMENTS

General Tom Lawson, Chief of the Defence Staff, announced this year's list of Canadian Armed Forces (CAF) general and flag officer senior appointments, promotions and retirements. These officers lead the CAF in the defence of Canada's values and interests, both at home and abroad.

February 13

CANADA-LED ARMS CONTROL VERIFICATION TEAM CONCLUDES LATEST MISSION IN UKRAINE

Three CAF members led a six-person international team during an Arms Control Verification mission in Ukraine from February 3 to 13.

This is the third arms control verification visit led by Canada to Ukraine since the beginning of the current crisis in March 2014. Ukraine requested that participating States from the Organization for Security and Cooperation in Europe, of which Canada is a member, conduct Vienna Document 2011 missions within Ukraine in order to increase transparency concerning military activities in Ukraine.

February 17

CANADIAN ARMY AND BRITISH SOLDIERS PREPARE FOR HIGH READINESS

Canadian Army soldiers mostly from 2nd Canadian Division along with British Army troops participated in Exercise UNIFIED RESOLVE 2015 (Ex UR 15) in Valcartier, Quebec, from February 10 to 27. This exercise was a key step in the Canadian Army's training cycle and Road to High Readiness.

PHOTO: MCpl Simon Duhaime

Exercise participants in the control centre at CFB Valcartier during Ex UNIFIED RESOLVE.

The Road to High Readiness is the training regime that is conducted by Canadian Army elements to prepare them for national or expeditionary deployments, as mandated by the Government of Canada. The end-state of the training is the production of competent, confident, and integrated elements that are mobile, adaptive, and prepared to conduct Full Spectrum Operations.

February 19

NEW DEFENCE MINISTER ATTENDS THE OTTAWA CONFERENCE ON SECURITY AND DEFENCE

Defence Minister Jason Kenney delivered a keynote address at the 2015 Conference on Security and Defence. He also held his first bilateral meeting with Commander of the North American Aerospace Defence Command (NORAD) and US Northern Command (USNORTHCOM), US Admiral Bill Gortney.

February 20

PERSONNEL DEPLOY TO SIERRA LEONE

The second group of CAF personnel on Operation SIRONA departed the UK for Kerry Town, Sierra Leone. This rotation will relive the first group of CAF military doctors, nurses, medics, and support staff. Personnel deployed to West Africa following extensive training alongside their British military counterparts and in continued support of the government's response to the Ebola epidemic.

For a full list of Defence announcements, visit dt.mil.ca.

THE INNOVATORS profiles members of the Defence Team who have demonstrated front-line innovation and ingenuity in their work. Real-life stories illustrate the innovative ideas these groups and individuals had, those which have been implemented and the potential impact proposed new ideas may have on the Defence Team.

THE FRANKENSTEIN ANTENNA:
A single solution with infinite possibilities

"I received an e-mail from a guy who said: 'Deployed in the middle of the desert, I'm getting faster Internet than I get at my desk in Kingston.'"

— Capt Ben Mahar

Time and again, Captain Ben Mahar has been described as a cowboy – by colleagues, supervisors, and seemingly anyone who has had dealings with him in his eight years in the Canadian Armed Forces (CAF).

But he's also achieved something of a feat of heroism: delivering big bandwidth to deployed operations, under Assistant Deputy Minister (Information Management)'s Internet Protocol Satellite Communications (IP SATCOM) Project.

"Capt Mahar is one of the few people in Canada who has expertise in both the IT networking piece as well as in the satellite communications piece – his skills are unique," said Colonel Donald Rousseau, Director Information Management Engineering and Integration (DIMEI).

From a small office in Ottawa's west end, Capt Mahar has developed solutions that reach across the globe to some of its farthest corners, where communications infrastructure is unlikely, but where high-speed connections are critical for CAF personnel on the ground, in the air, and deployed at sea.

And so he's become an unexpected hero to his customer base: "the guys on the ground." Indeed, in his work he seems to continually keep deployed personnel top of mind, designing solutions that meet their needs.

And it is their feedback that is always the most rewarding.

"I received an e-mail from a guy who said: 'Deployed in the middle of the desert, I'm getting faster Internet than I get at my desk in Kingston,'" said Capt Mahar.

THE FIRST STEP: BUILDING THE NAVY A FRANKENSTEIN ANTENNA

The beginnings of the IP SATCOM project date back to Capt Mahar's work on ADM(IM)'s Mercury Global Project, in which the CAF and its military allies were working to develop a global military satellite communications system after decades of using commercial leases.

But while Mercury Global provided unprecedented satellite bandwidth, the ground infrastructure to support this capacity was not yet in place.

And so when the Navy was experiencing difficulties with its commercial satellite leases, Capt Mahar accepted the challenge to find a solution that would leverage the newly acquired satellite access – all while incurring as few additional costs as possible.

Doing this would lead Capt Mahar on a treasure hunt of sorts.

"We phoned around to see who had spare parts that could fit together," he explained. "So we borrowed some modems from a Navy ship, we borrowed a spare reflector, we borrowed some antenna components from Industry Canada and some from the Air Force, and then we put everything together in Esquimalt. We built our first anchor station, which we nicknamed the Frankenstein Antenna."

With the help of this Frankenstein antenna, the Navy was able to increase the speed of its Internet connection on deployed ships from 128 kilobits per second (essentially twice the speed of a dial-up connection) to 1.5 megabits per second. The end result was more than 10 times as much bandwidth.

"We built an operating capability that would have cost millions for almost no money," stated Capt Mahar.

CONVINCING OTHERS TO JOIN THE CAUSE, ONE TRIAL AT A TIME

With the success of the Frankenstein antenna, the Navy was an early supporter – and fan – of Capt Mahar's technological solutions.

And once the Navy identified an operational need to transition to IP technology, Capt Mahar went to work fashioning an initial prototype, and within six months, a trial was set up aboard the HMCS *Iroquois*. In the words of his supervisor, Eric Borris, this would be the test that "got everybody's attention."

"When I hooked everything up, I showed them how the link stayed stable," said Capt Mahar. "And I showed them how, using the same antenna that'd been on the ship for 20 years, I went from a 128 kilobit connection to a 50 megabit connection."

But to deliver this same bandwidth across all the CAF services – to the Army, Navy, and Air Force – would require an IP gateway. Working alongside a small team in DIMEI, Capt Mahar helped create the network access gateway (NAG).

From there, Capt Mahar scheduled major test events every four to six months, and with each trial the solution became more advanced and sophisticated. With every success, Capt Mahar and his small team would convert another group to their cause, which increasingly saw people donating spare time and resources.

"To get something like this done, you really have to inspire people to want to help you," said Mr. Borris.

A SINGLE SOLUTION WITH INFINITE POSSIBILITIES

While the Navy was the first and earliest adopter, the Army further tested the IP SATCOM solution in Canada's North.

In August, the Canadian Forces Joint Signals Regiment (CFJSR) in Kingston put it to the ultimate test, bringing the solution with them to Operation NANOOK in Iqaluit. CFJSR personnel were quick to note its reliability and portability relative to the previous commercial leases, which required a staff of 10-15 people up to three weeks to set up. Conversely, the new IP SATCOM system is a suitcase-sized solution that can be online in a day.

It seems the possibilities for the IP SATCOM project are endless – while the benefits are far ahead of their time. "The truth is, Ben's [Capt Mahar] accomplished things that in a decade we couldn't accomplish," said Mr. Borris.

With all these accomplishments adding up, it seems fitting to question the source of this unending motivation, which often sees Capt Mahar sleeping with his cellphone to respond to service calls in the middle of the night.

"The most important thing for me is making a tangible difference," he explained. "My job would be so boring if I just went with the status quo. I like to be able to see that I'm doing something that changes things for the better."

For the full version of this article, visit: **dt.mil.ca/innovators-innovateurs/index-eng.asp#tabs-1.**

Capt Ben Mahar watches as technicians climb a fire truck ladder to complete repairs on the Navy's "Frankenstein" antenna.

UNIQUE ADVANTAGES OF SATELLITE COMMUNICATIONS

The Canadian Armed Forces (CAF) continue to be called upon to participate in major international operations that are increasingly complex and in dangerous environments. To accomplish these missions, it is essential that operational commanders and deployed troops have access to assured and reliable communications for command and control, situational awareness, logistics, and administration to support the full spectrum of military operations.

MERCURY GLOBAL PROJECT

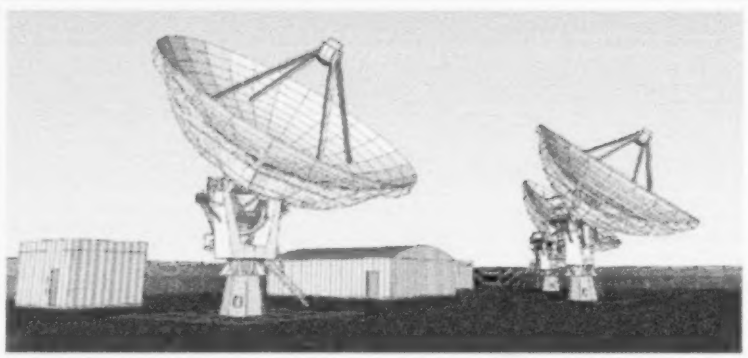
Communications are the backbone of a modern military and the CAF is leveraging the unique advantages of satellite communications to enable its operations. The Mercury Global Project is the name given to Canada's participation in the United States' Wideband Global Satellite Communications (WGS) system.

The WGS constellation (a group of satellites working together) provides a communication channel for the transfer of large amounts of data, such as radar imagery and streaming video. Canada joined the WGS system in 2012, as part of an international partnership to develop a global military satellite communications capability that provides high-capacity, wideband communications.

The CAF is currently using its portion of the WGS constellation as a critical enabler during Operation IMPACT. The use of this military constellation allows the CAF the flexibility of having wideband satellite communications around-the-globe, anytime it is required for deployed and mobile units.

The Mercury Global Project will design and build seven permanent antennas at three sites located in Eastern, Central and Western Canada. Additionally, the Mercury Global Project will procure deployable terminals for strategic use to operate specifically with the WGS constellation. Full operational capability is planned for late 2016.

Historically, the CAF leased commercial satellite capacity to provide dispersed, beyond-line-of-sight, global communications. However, there are significant disadvantages with respect to this approach. These disadvantages relate to assured access to capacity when and where the Forces require it, the ability to support increased demand with our ever increasing operational pace, the affordability of leasing, and interoperability with other militaries.



Contractor depiction of the central site concept

Continued use of Mercury Global capability will save millions of dollars for DND and Canada over the years of its employment, by significantly reducing the current requirements for commercial bandwidth. With Mercury Global and satellite projects similar to it, the CAF will enhance its capability to meet its operational requirements by conducting domestic and international operations with access to assured satellite communications. ✦

LEOPARD ROLL-OUT MARKS END OF SUCCESSFUL BILATERAL PARTNERSHIP

The Canadian Armed Forces (CAF) Canada first deployed the Leopard 1 Main Battle Tank to Afghanistan in the fall of 2006. While it performed well on operations, it quickly became apparent that the extreme conditions of Afghanistan were a challenge to this 30-year-old fleet.

As a result, in April 2007, the Tank Replacement Project was established to acquire a modern, heavily protected, mobile, direct-fire support capability for the Canadian Armed Forces (CAF). In order to address the urgent, short-term requirement for modern battle tanks for the Afghanistan mission, Canada negotiated a loan of 20 Leopard 2 A6M Main Battle Tanks and 2 Armoured Recovery Vehicles from the German Government.

SUCCESSFUL BILATERAL PARTNERSHIP

In 2009, the German Army agreed to accept 20 Leopard 2 A6 tanks that Canada had purchased from the Netherlands, allowing Canada to continue to use the German tanks in-theatre. Consequently, Canada awarded a contract to Krauss-Maffei Wegmann (KMW) to convert the Leopard 2 A6 tanks to the German A6M standard; the German Army then contracted with KMW to simultaneously upgrade these same tanks from the A6M variant to their new A7 standard.

"This is another success story resulting from the co-operation between Canadian and German governments, and our common partner Krauss-Maffei Wegmann. The tanks borrowed from Germany helped to save the lives of Canadian soldiers right up until the end of Canada's engagement in Afghanistan," said Marie Gervais-Vidricaire, Canadian Ambassador to the Federal Republic of Germany.

During a recent ceremony in Munich, the Government of Canada officially turned over the 20th (now upgraded) Leopard 2 A7 to the German Army. The German Army and KMW took the opportunity to acknowledge Canada's crucial role in the success of this bilateral partnership. This collaboration made it possible for Canada to keep the invaluable Leopard 2 A6M battle tanks in service until the end of the combat mission in Afghanistan.

"I extend my gratitude and appreciation to all of our German partners – Germany's Army, the Bundeswehr's procurement agency, and Krauss-Maffei Wegmann – for their commitment and unwavering support to the Canadian tank program," Brigadier-General Scott Kennedy, Director General Land Equipment Programme Management. ✦

Leopard 2 A6M in Afghanistan

> "The tanks borrowed from Germany helped to save the lives of Canadian soldiers right up until the end of Canada's engagement in Afghanistan."
>
> – Marie Gervais-Vidricaire, Canadian Ambassador to the Federal Republic of Germany

SPOTLIGHT ON ASSISTANT DEPUTY MINISTER (INFRASTRUCTURE AND ENVIRONMENT)

MISSION

To provide IE functional leadership and services to enable effective, efficient and sustainable management of DND infrastructure and environment in support of CAF missions and Departmental programs.

VISION

The ADM(IE) Group will be the leader in providing innovative infrastructure and environmental solutions to enable CAF mission success and excellence in DND programs.

For more information on ADM(IE), visit: **admie.forces.mil.ca/index-eng.asp**.

This is the continuation of the series from the February issue of The Maple Leaf *(Vol. 18, No. 2, pages 10-11), providing an overview of the work that is done at ADM(IE).*

ENVIRONMENT AT THE DEPARTMENT OF NATIONAL DEFENCE

For several years, the Defence Team has recognized the need to understand the potential impacts of their activities and operations on the environment. As a result, the Defence Environment Program is in place to support the Canadian Armed Forces (CAF) in obtaining the right infrastructure, equipment and personnel at the right level of readiness to perform their duties.

In order to meet our collective environmental obligations and appropriately manage the risks, both Assistant Deputy Minister (Infrastructure and Environment) and the environmental commands require access to environmental advice at bases and wings. Given the environmental function will continue to be federated, ADM(IE) will remain the functional authority and environmental officers at the bases and wings will continue to provide environmental advice in support of force generation activities and to ADM(IE) for obligations associated with real property.

The program is challenged with balancing the need to maintain these capabilities and managing the environmental impacts associated with them, in accordance with environmental laws and government expectations. This will continue as the human impact on the environment increases and will result in more and increasingly stringent environmental requirements and heightened government expectations.

GREENHOUSE GASES REDUCTION

A key area of focus for the government is addressing climate change, while keeping the Canadian economy strong. Climate change is a long-term shift in weather conditions, be it (but not limited to) changes in temperature, precipitation or wind patterns, often resulting in extreme events. While the earth's climate can be affected by natural factors like solar output, our activities such as burning fossil fuels produce greenhouse gases (GHG) like carbon dioxide that have a more direct and immediate effect on the climate.

The government is taking action to reduce GHG emissions by reducing energy consumption in its operations. Defence is a key player in achieving this goal as it represents 56 per cent of the GHG emissions being tracked. Though the focus is to reduce GHGs, the primary benefit to Defence is that the reduction in energy consumption mitigates the continually increasing energy costs and reduces the amount of Defence funds spent on energy.

Defence has been working towards reducing energy consumption in infrastructure and non-military pattern vehicles for several years and tracking its GHG emissions since 1998. Actions taken by L1 organizations with responsibility for infrastructure and vehicles have been the driving force behind the progress that Defence has made to date.

For more information on the Defence Environmental Programs, visit:

admie.forces.mil.ca/dgenvs/dep-dpe/d_env_p_eng.asp

SOME OF THESE EFFORTS HAVE RECENTLY BEEN RECOGNIZED BY THOSE OUTSIDE OF DEFENCE:

- In November 2014, Defence and Colbourne & Kembel Architects Inc. were recognized under both the Real Property Institute of Canada's (RPIC) Real Property Awards and the RPIC Excellence Award for Energy Efficiency of Federal Buildings for their work on the Building 700, 3rd Canadian Division Headquarters, CFB Edmonton, Alberta.
- In October 2014, Hydro One presented 8 Wing Trenton with a summary cheque for $309,000. This represented the incentives that 8 Wing Trenton has received for their commitment to energy management and sustainability through the Ontario Power Authority's Save on Energy Program. Other Defence locations like 14 Wing Greenwood, CFB Esquimalt and CFB Borden have utilized the incentive programs offered by utility providers to implement upgrades and reduce energy consumption in their existing infrastructure.

3rd Canadian Division Headquarters, CFB Edmonton, Alberta.

Hydro One presented 8 Wing Trenton with a summary cheque for $309,000.

BUILDING INFORMATION MODELLING

Building Information Modelling (BIM) sounds straightforward, but it's more than a fancy application – it's a new way of doing business from design to operations and maintenance. It has been a hot topic within the Architecture, Engineering, and Construction (AEC) community for the past decade and is still maturing in many ways. The adoption of BIM is happening globally and will change the way real property information is created and managed.

According to the National Institute of Building Sciences in the US, BIM is "a computable representation of the physical and functional characteristics of a facility and its related project/life-cycle information using open industry standards to inform business decision making for realizing better value."

Simply put, it is the modeling of building elements in a language that rallies all parties involved with the facilities: owners, architects, engineers, operators, and maintenance personnel.

DND: LARGEST GOC OWNER OF REAL PROPERTY

As the largest owner of real property within the federal government, with a $25 billion portfolio, DND has a lot to gain from implementing BIM. The advantages extend well beyond making design more efficient and collaborative.

DND real property spatial information will become interoperable, integrated, and process driven through the adoption of Open BIM. In a context where the lifecycle and operation costs of a facility vastly exceed the initial construction costs, BIM offers a key advantage by allowing early planning and cost reduction.

OPEN BIM

Open BIM represents building information data that is standardized globally; it provides an open standard from which people can communicate and collaborate free of the shackles imposed by using proprietary tools.

Open BIM allows early planning of the entire lifecycle of an asset from conception to operation, with a focus on the data exchanges points at various stages of that lifecycle. Its standardized data language allows the information to flow between the many software applications used in design, construction and operation. Open BIM enables data through the application of standardized methodology to ensure that the right information is always being exchanged.

Open BIM facilitates the objectives of "Real Property (RP) BIM" where its application encompasses the lifecycle of a real property asset – as opposed to design BIM which is limited to the design portion. This reality involves many people from various areas of business that require information about the asset to carry out their responsibilities.

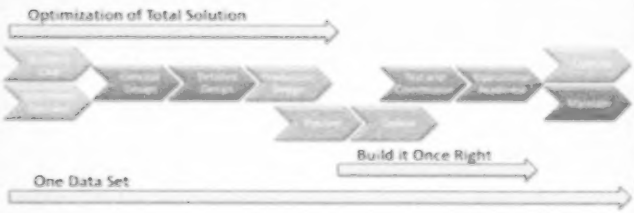
RP BIM is the target for DND in the future, which in turn will help facilitate the centralization of real property spatial information into a consolidated warehouse. This centralized data warehouse will support service delivery to people responsible for the planning, design, construction and maintenance of DND real property assets.

DND is part of the BIM movement in Canada through its participation in the Institute for BIM in Canada (www.IBC-bim.ca) and buildingSMART Canada (www.buildingsmart-canada.ca). These organizations are the driving force behind the support of Open BIM in Canada.

If you have questions about BIM or would like to share your ideas for the implementation of BIM within the Defence Team, please contact the Real Property Spatial Capability Office in ADM(IE) at **RPSCO-CDSB@forces.gc.ca**.

DATA IN BIM

- Planning scenarios
- Site information
- Architectural program
- Space functions
- Area calculations
- Volume calculations
- Engineering calculations
- Specifications
- O&M manuals/records
- Inspection records
- Contract documents
- Project management data
- Shop drawings
- Procurement documents
- Progress photographs
- Systems data
- Warranty data
- Disaster Recovery Plans
- 2D/3D views
- Simulations
- Invoices
- Cost Estimates
- Organizational data
- Personnel lists
- Seating plans
- Universal Design
- Network diagrams
- Hazardous materials
- Contingency plans
- Furniture inventory



UNEXPLODED EXPLOSIVE ORDNANCE: AWARENESS IS A PRIORITY

Throughout our history, the Canadian Armed Forces (CAF) has used hundreds of sites across the country for training purposes. When these properties are no longer required for military operations and are passed into other hands, they become known as legacy sites. Due to the type of operations, some of these legacy sites are potentially affected by unexploded explosive ordnance (UXO).

A UXO is an explosive ordnance that has been primed, fused, armed, or otherwise prepared for action, and has been fired, dropped, launched, or placed in a manner that constitutes a potential hazard to people, operations, or installations, as it remains unexploded by malfunction or any other reason.

CONTACT WITH POTENTIAL UXOS

As Canada's population expands, it is expected that people will more frequently come into contact with potential UXOs on these legacy sites. Ironically, these sites were used by the CAF because of their remoteness and the reduced chance of contact with civilians.

"The safety and security of the public is a priority for the DND and the CAF. Through the UXO, Contaminated and Legacy Sites Management Program, the Department is committed to addressing the presence of UXO across the country, both on land and in the water, and to taking appropriate action to reduce the safety risks posed by UXO at all legacy sites," explains Judith Dionne, Regulatory Initiative Officer from the UXO Contamination and Legacy Sites Management Program.

ASSESSING RISKS

As the level of risk varies greatly from site to site, the Program determines its approach at a site by considering variables such as public access, land use, and the types and quantities of UXO that may exist. Where a UXO risk has been assessed, the Program will aim to reduce the threat through property controls, UXO clearance operations, and public awareness campaigns.

Property controls can include restricting access to sites to ensure public safety where the potential risk is great. Signage may be used to alert the public to potential hazards in other locations where the risk is minimal.

A clearance typically consists of geophysical surveys that record the location of suspect metal objects buried in the ground. The survey data is analyzed and suspected UXO items are excavated and inspected by trained personnel. If UXO is discovered, it is disposed of in a safe and efficient manner.

The Program strives to provide the public with a safe and risk-free environment. Unfortunately, this is not always possible as the limitations of existing UXO detection technology means that no UXO legacy site can ever be declared completely hazard-free.

PUBLIC AWARENESS

UXO Awareness is therefore a very important element of the Program which works closely with the public sector and community partners such as schools and town councils to achieve this through a variety of educational programs.

A UXO is an explosive ordnance that has been primed, fused, armed, or otherwise prepared for action, and has been fired, dropped, launched, or placed in a manner that constitutes a potential hazard to people, operations, or installations, as it remains unexploded by malfunction or any other reason.

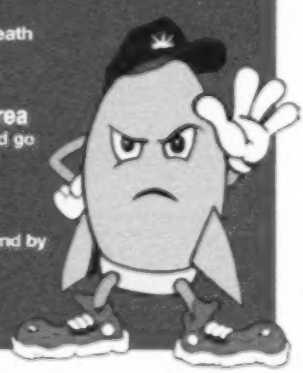
For more information on the DND UXO, Contamination and Legacy Sites Management Program, please visit: **www.uxocanada.forces.gc.ca**.

IF YOU SEE SOMETHING THAT COULD BE UXO:

1. Don't touch it!
If disturbed, UXO can explode causing death or injury.

2. Note the location and leave the area
Remember where you saw the object and go back the same way you came.

3. Call 9-1-1 or local police
As soon as possible, report what you found by calling 9-1-1 or contacting local police.



ASK THE EXPERT

Q: I coach a running team that trains outside year round. I'm having trouble convincing some of my athletes about the importance of proper hydration for their training and racing. Do you have some advice I can share with them?

—Coach Waters

A: Dear Coach Waters:

Optimal performance is impossible for a body that is low on water regardless of the time of year. A water loss of only two per cent body weight can produce a 20 per cent drop in physical performance – that is huge! This would be a 1.4 kg loss for a 70 kg runner and could easily occur during a long workout. Failing to drink the right kind of fluids at the right time and in the right amounts will prevent athletes from being their best.

Many athletes are chronically under hydrated because they fail to fully replace their daily fluid losses. Athletes who train for long hours in hot and cold environments can experience large fluid losses and the volume of these losses varies considerably depending on the athlete. Heavy sweaters can lose 3-4 litres of fluid/hour while light sweaters may lose less than a liter in the same time.

Athletes who fail to properly hydrate can experience problems such as: muscle cramps, muscle strains, delayed workout recovery, sub-optimal training and racing performances and an increased risk of heat exhaustion and heat stroke.

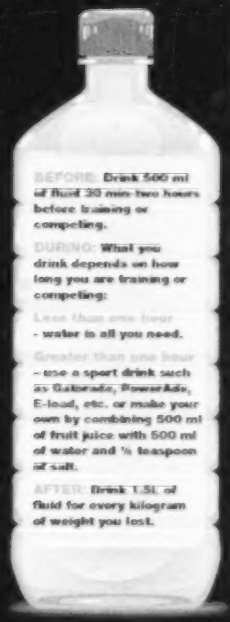
To keep up to their fluid needs, athletes should drink before, during and after training and competing. Physical activity dulls your sense of thirst, so waiting until you are thirsty to drink puts you at risk of becoming dehydrated.

The bottom line is that proper hydration is a very important part of your athletes' training program and I hope that the above information convinces your athletes to drink their way to success. Train smart and remember that exercise is medicine.

—Dr. Darrell Menard MD
Dip Sport Med

For more information on taking control of your health and well-being, please visit Strengthening the Forces.

BASIC HYDRATION GUIDELINES:


BEFORE: Drink 500 ml of fluid 30 min-two hours before training or competing.
DURING: What you drink depends on how long you are training or competing:
Less than one hour
- water is all you need.
Greater than one hour
- use a sport drink such as Gatorade, PowerAde, E-load, etc. or make your own by combining 500 ml of fruit juice with 500 ml of water and ½ teaspoon of salt.
AFTER: Drink 1.5L of fluid for every kilogram of weight you lost.

DEVELOPING NEW Canadian combat rations

Marching ammo. Soldier fuel. Combat rations. Whichever term is used, developing new combat rations that will be well accepted by Canadian Armed Forces (CAF) members is serious business.

Ann Delaney and Megan Buchanan, Combat Rations Specialists with the National Combat Rations Program, put their food science degrees to good use by helping create new and healthier portable meals for the CAF. They work with Registered Dietitian, Hilda-Anne Troupe, and other team members at the Directorate of Food Services to formulate rations that will provide optimal nutrition for optimal performance in any operational situation.

CAF FEEDBACK

Each three-year research and development cycle aims to create three to four new recipes. The process begins with an analysis of food trends, soldiers' feedback, NATO standards and current nutritional research, and then continues with field trials of the newly created sample meals at the brigade level before they are approved for production and delivery.

Traditionally, a questionnaire was inserted in each ration pack, numbering about one million a year. Unfortunately, only a relatively small number were being returned annually.

To remedy this, the combat rations team is now taking advantage of social media. The program's Facebook page at www.facebook.com/pages/Canadian-Combat-Rations-Rations-de-Combat-Canadiennes/213893152120758 has an online questionnaire. Eventually, users will be able to access the page for nutritional information, product development and to post questions. As of this spring, the outer packaging of new individual meal packs (IMPs) will display a Quick Reference Code, or QRC that can be scanned by smartphones to access the combat rations Facebook page.

AVAILABLE MEALS

There are 21 meals available, broken up into two categories of seven breakfasts and 14 "day meals" that can be used for either lunch or supper. In addition to the main meal, each IMP contains assorted basics such as powdered coffee, protein and sports drink mixes, energy bars, trail mix, peanut butter, cereal, condiments, candy, chocolate, gum, a plastic spoon, a wet towelette and matches.

To meet various member requirements, the vegetarian options are formulated to meet kosher and halal requirements as well. For the general population, there are tried-and-true comfort foods like shepherd's pie and spaghetti with meatballs. Hamburger and smoked meat meals debuted in 2014. Some are more leading-edge, such as the most recent additions to be found in soldier backpacks in the spring of 2015: pulled pork and poutine.

The IMPs are fully-cooked and ready to eat straight from the packaging, but most are improved by heating when conditions and time permit.

IMPS NUTRITIONAL INFORMATION

IMPs contain between 1,200 and 1,400 calories per meal and come in a variety of carefully-developed menu options. IMPs provide adequate nutrition when fresh food is not available to the troops because of conditions during exercises and operations. According to studies, nutrition has an effect on achieving optimal cognitive, physical and psychosocial performance. Troops are often subject to physical and environmental extremes; therefore nutrition plays a key role in resilience (the ability to fight the fight), recovery of nutritional status after military activities (the ability to fight another day) and on the soldier's long-term wellness, injury prevention and quality of sleep and mood.

"Nutrition is complex and requires sound evidence based on scientific data to support the requirements of the soldier," said Ms. Troupe. "The National Combat Rations team and the Directorate of Food Services consider current research by other nations in the area of military feeding when looking at new products for the IMPs."

She notes that the directorate is currently working with Defence Research and Development Canada to determine CAF soldiers' energy expenditure versus intake and the acceptance level of current IMPs. Information obtained from this research will be considered in future combat rations development.

RETORT POUCH TECHNOLOGY

The technology used to package the food provides a number of challenges, according to Ms. Delaney, who has 13 years of experience in her role. The processing technology was invented in the 1970s by the US Army in partnership with industry. It produces a product comparable to canned food without the can. This technology uses less energy and fewer resources than metal or glass packaging and is lighter to carry.

The packaging used is called a "retort pouch" which is similar to a can but is lighter and more flexible. The food is inserted into the pouch, sealed, then heated under pressure to cook and sterilize the food. According to Ms. Delaney, the temperatures required for processing retort pouches are lower than for a can, which means more of the sensory and nutritional qualities of the food are retained.

Some popular meals do not lend themselves well to this type of processing, so the team works to get as close as possible under the circumstances. In creating a poutine IMP, the team basically deconstructed the ingredients and adapted them to the technology.

"We couldn't make fries, so we have cooked potatoes with gravy, cheese and big chunks of cooked chicken to add some protein," she said. "When we tested it in the field, they liked it very much."

Pizza is another tricky one, so they created a pizza-flavoured pasta meal with peppers and sausage instead, to good reviews. Not everything is a hit, however.

"We have had surprises when we thought a meal was very promising, but the people didn't like it," said Ms. Delaney. "Every second year, we go to brigades in Valcartier, Petawawa and Edmonton to test the new menus with about 60 people from each brigade. They are the ones who will ultimately decide if they will go into the rations."

Ms. Delaney notes that although an IMP's expiry date is three years from the date it is assembled, it is still safe to eat for quite some time afterward as long as the pouch is not damaged and the IMP has been properly stored.

"Shelf life is related not to food safety, but to the sensory quality of the food. We take into account that after three years, the bread may be too dry or the texture and appearance of the fruit may not be as interesting," she said. "But because the main components are sterilized, you can open a ration and if the retort pouch is intact, the content is still good to eat because the sterile environment remains." ●

INTERNATIONAL DAY FOR THE ELIMINATION OF RACIAL DISCRIMINATION
STRENGTH through DIVERSITY
La DIVERSITÉ fait la FORCE
JOURNÉE INTERNATIONALE POUR L'ÉLIMINATION DE LA DISCRIMINATION RACIALE
Canada

DEFENCE TEAM JOINS GLOBAL COMMUNITY

for International Day for the Elimination of Racial Discrimination

The International Day for the Elimination of Racial Discrimination (IDERD) was proclaimed by the United Nations' General Assembly in 1966. Canada was one of the first countries to support the UN declaration and officially commemorate the day.

WHY MARCH 21?

On that day in 1960, police killed 69 black people and an additional 180 people were wounded during a peaceful demonstration to protest against the apartheid "pass laws" in Sharpeville, South Africa. Eighty per cent of those killed were shot in the back and 10 were children. Under the pass laws all black people were required to carry "pass books" containing fingerprints, photo and information on access to non-black areas – a brutal regime that applied the theory of inequality between races. March 21 was chosen as a day to remember the victims of Sharpeville and those countless others who have fallen victim to racial injustice. This tragic event shocked the conscience of the world and anti-racism was put on the global agenda.

Since then, a lot of progress has been made towards the elimination of racial discrimination, but there is still a long way to go. The IDERD is an ideal time to renew our individual and collective commitment to the goal of ending racism. It is also a great opportunity to create awareness regarding the different facets that racism can take– in some situations it can be quite overt and easy to detect, but in other situations it can be very subtle.

STANDING TOGETHER

This year, the Defence Team is commemorating IDERD under the theme "Standing Together", proudly taking a stand against racism and reinforcing our values of inclusion, diversity and equality. Commemorative events and awareness activities will take place across the organization in late March. CAF members and DND employees are encouraged to attend and to actively take part in their local events.

Vice-Admiral Mark Norman, Commander Royal Canadian Navy and Defence Champion for Visible Minorities will be hosting the National Event at CFB Halifax, Stadacona, Juno Tower Wardroom, on March 24.

Canada has a solid reputation as a global leader on human rights issues and stands proud in its commitment to fairness, equality of opportunity, and respect of human rights. The Defence Team endorse and support Canada's vision and efforts to completely eradicate racism.

For more information, visit: hr.forces.mil.ca/eec-ece.

CAF PAVED WAY FOR WOMEN IN AFGHANISTAN

Gawharshad grads toss their hats into the air to celebrate their achievement of a university degree; 11 of the women were supported by the CFUW group.

PHOTO: Fazal Vida

Afghan women call literacy the light in the eye, and thanks to the 12-year Canadian Armed Forces (CAF) military mission, Operations ATHENA and ATTENTION, many girls now possess this light. It opens doors to them far beyond the isolation of the burqa.

As service men and women on Afghan tours know so well, the Taliban isolated women inside their window-blackened homes. Schools for girls were banned. Today, some nine million Afghan children are registered in school, one third of them girls. Thanks to the steadfast bravery of Canadian troops and NATO forces, these girls have the security to attend school and some to go onto post-secondary education.

WOMEN'S EDUCATION TARGETED

The Ottawa division of the Canadian Federation of University Women (CFUW) has targeted women's education in Afghanistan as an area where they can help. Their mentor is human rights activist and physician Dr. Sima Samar, who heads the Afghanistan Independent Human Rights Commission and who defied the Taliban, keeping her schools and clinics open during their regime. These Canadian women have formed an advocacy and fundraising group to support girls in higher education.

Dr. Samar founded the Gawharshad Institute of Higher Education in Kabul to ensure there will be a younger generation, including women, who are prepared to take leadership roles in a future government in Afghanistan. Some 31 per cent of the student body are women who study in mixed classes with a curriculum emphasizing human rights.

END OF CAF MISSION IN AFGHANISTAN

March 2014, it was "wheels up" for Canadian troops. To some this may have suggested that Canada's role is now complete. However, after meeting with Canadian Ambassador to Afghanistan, Deborah Lyons, CFUW knows that a new phase of Canada's involvement in Afghanistan – one focused on development, security, governance and most importantly supporting human rights for Afghan women – has only just begun.

Ambassador Lyons stressed that much work remains in these areas, and that it must be carried out with as much vigour as the Canadian military involvement. She sees this as an important way to honour the military's work and to make our involvement in Afghanistan a constructive story.

While news of continued insurgent bombing is unsettling, life in Afghanistan is unquestionably better. Dr. Samar notes that women are leaving their homes without the burqua. They run NGOs, businesses, even construction companies and they are taking part in sports, especially cricket. Under the new government, women hold seats in the cabinet, in Parliament and the judiciary. However these changes are fragile. Dr. Samar emphasizes that Afghan women are fighting for position and power.

"We know we won't be given our rights as a gift," stated Dr. Samar.

Dr. Samar has always emphasized that there are no quick fixes and so does Ambassador Lyons. They also note that Afghanistan is in such a critical geopolitical location that development and stability in that country are essential to global peace.

Our thanks go out to all CAF members who served in Afghanistan and helped pave the way for a productive and more secure Afghan society where girls can go to school and enjoy greater equality in society. ♣

Doris Mae Oulton

Ms Oulton, a former assistant deputy minister of Manitoba's Women's Directorate, is national president of the Canadian Federation of University Women and CEO of Community and Youth Solutions.

Fingerprinting in the CAF

Fingerprints are an infallible means of ID because of their two inherent qualities: uniqueness and persistency.

The Defence Team is exploring the use of biometrics to assist with personnel identification. Fingerprinting, which is currently in use, is an infallible mean of personal identification because of two inherent qualities:

UNIQUENESS - No two fingerprints are alike; and

PERSISTENCY - They are permanent and will never change unless damaged by burns, deep cuts, lacerations or amputation.

DND/CAF uses fingerprints to provide a positive means of identification of CAF members, persons serving with CAF members, and members of Allied Forces serving within Canada. DND employee fingerprints are only used for security clearance purposes.

It is important to understand that Defence would devise and implement the appropriate security measures to ensure that the recording of one's fingerprints would not compromise or expose the member's or employee's identity to the risk of theft.

Interesting Fingerprint Facts:

- Fingerprint ridges are formed in the fetus during the third and fourth month of pregnancy.
- The earliest record of fingers having ridges in Canada was portrayed in an Aboriginal picture, carved upon the smooth face of a cliff in Nova Scotia.
- In 1901, Sir Richard Henry, Assistant Commissioner (Crime) at Scotland Yard, added the final touches to the categorization of 10-print fingerprint records into primary groupings based on pattern types. This categorization became thus known as "The Henry Fingerprint Classification System" and is widely used and recognized to this day.

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

ETHICALLY, WHAT WOULD YOU DO?

Commentary on The PER: Depends Who's Judging?

This column is a follow-up from the January Ethics column of The Maple Leaf

Military evaluation protocol directs that members are briefed by their supervisors prior to the start of the year on the year's performance expectations. During the year, a member's performance is assessed using the Personal Development Review (PDR) system. At such time, accomplishments are discussed along with corrective/recommended actions to boost performance. Further, throughout the year, subordinates are mentored formally and informally and back-briefed at year's end with a signed Performance Evaluation Report (PER).

Several members who responded to our dilemma were quick to highlight that the PDR interviews (or lack thereof) were not mentioned in the scenario and that they were essential regulatory mechanisms to benchmark performance in-year. The same members also stipulated that even if one or more PDR session was not conducted, the rating given should reflect the true nature of Master Warrant Officer Lake's in-year performance and potential. There was also wide agreement amongst respondents that the previous year's rating was not relevant in the assessment of the current year's evaluation. The feedback demonstrates that the PER/PDR system is understood and that value and importance is given to the effective employment of in-year PDR counselling.

Others pointed out that it was not correct to benchmark the current MWO against the last, but evaluate MWO Lake on his body of work in-year and in competition with the other current unit MWOs.

As one respondent contributed, "it is important for each supervisor to have the latitude to assess fairly and not based on a prior track record."

Many respondents noted that higher level review, i.e. sub-unit and unit merit boards, and the chain-of-command will further evaluate the member in light of unit and national succession planning to make a final determination on the PER scoring.

It is critical that members receive the unvarnished truth during their debriefs. By accepting the previous year's evaluation and not debriefing MWO Lake on its inadmissibility in the current year's evaluation, Capt Rivers has put himself in a difficult situation. Previous years' evaluations should be sent to the Career Management Cell of the CAF, with a copy for the member. All other copies are meant to be destroyed. One respondent provides a majority opinion rather succinctly, "Being a leader is about doing the right thing…it takes courage to lead people." Overinflating and potentially promoting the wrong member does not exhibit stewardship and can poison the well of good faith within the ranks.

Each year's evaluation must stand on its own merit. Postings bring new job descriptions, new responsibilities, and/or new supervisors with fresh eyes. Certainly, the value of *loyalty* can be dissected in this case. Loyalty to your subordinates, loyalty to your Corps or Regiment, loyalty to the "greater" CAF. Capt Rivers must present his assessment honestly to the Merit Board. This includes the predicament he finds himself in by being in possession of his Regimental Quartermaster Sergeant (RQMS)'s previous year's evaluation. Not only does honestly completing the evaluation follow regulations, it demonstrates courage, integrity, stewardship, excellence and loyalty to the CAF as it helps the Forces to identify the best possible candidates for promotion by presenting the unvarnished truth on a year-to-year basis. The DEP staff thanks those who responded to this dilemma. Reader feedback is welcome at: **+Ethics-Ethique@CRS DEP@Ottawa-Hull.**

CANSOFCOM ROLE IN EBOLA EVACUATION

From the ongoing Ebola virus disease (EVD) epidemic in West Africa has sprung stories of international aid workers volunteering to care for EVD patients and the herculean effort to evacuate the unfortunate few who contract the disease. This potential need to evacuate personnel in light of the CAF involvement, Operation SIRONA, prompted the Canadian Special Operations Forces Command's (CANSOFCOM) to join the CAF's EVD response with their expertise in developing a modular patient isolation unit.

The unique challenge of EVD is its ease of transmission. Medical facilities must isolate patients, carefully control waste and thoroughly decontaminate medical personnel. These considerations are only further complicated in a moving aircraft for up to twelve hours. In preparing for Op SIRONA the CAF had to make certain it could evacuate its personnel quickly, safely and without sacrificing strategic assets. The Chief of the Defence Staff called upon the Royal Canadian Air Force, Canadian Forces Health Services Group (CFHS Grp) and CANSOFCOM to develop an interim EVD Air Evacuation (AE) capability – and fast.

DEVELOPING THE EVD AIR EVACUATION CAPABILITY

During the initial stages of the project, CANSOFCOM's involvement was limited to the provision of subject matter expertise and planning support. However, once the CBRN operators (chemical, biological, radiological and nuclear) from the Canadian Joint Incident Response Unit (CJIRU) sat down with those from the RCAF AE Flight, the scale of the challenges and risks became clear. While still engaged in the interim evacuation planning, the operators offered to explore a bespoke option that would be tailored to the AE Flight's requirements and the best-practices in EVD field medicine. Starting with three standard aircraft pallets, the Air Evacuation Patient Isolator (AEPI) was born.

The AEPI, affectionately known as the "Fish Tank" by those who constructed it, is a modular patient isolation unit. Its transparent walls allow patients to be safely monitored at a distance, while negative-pressure blowers ensure an air-tight seal between the patients and aircrew. It can accommodate up to three non-ambulatory patients and provides sufficient space for medical personnel to provide care, store waste and conduct decontamination drills unencumbered. Most notably, the project was designed and constructed in-house by CJIRU's CBRN operators and supporters in a matter of weeks to meet the CDS' deadline.

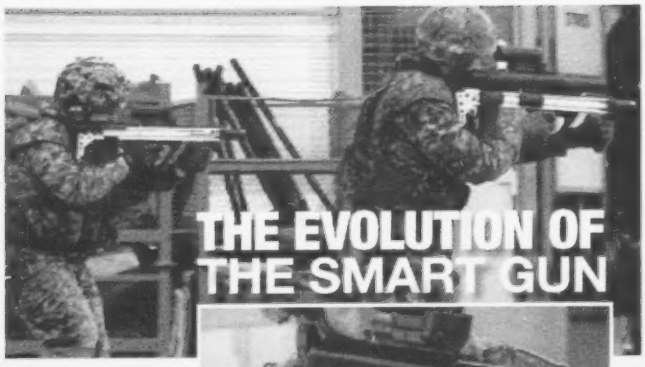
"Our role is to find, define and – ultimately survive hazardous environments. While air evacuation and health services are not our role, providing novel and technical solutions to these sorts of problems definitely is," explained one CBRN operator who worked on the project.

View from entry/exit chamber

CANSOFCOM CAPABILITY AND EXPERTISE EXEMPLIFIED

Although the project leveraged CANSOFCOM personnel, skills and resources to build, it is the RCAF and CFHS that will ultimately employ the AEPI should the need arise. Some are no doubt surprised to hear that CANSOFCOM, and CJIRU specifically, would be involved in this sort of mission. However, to those close to the project, it is precisely the niche CANSOFCOM fills in support of the CAF.

"It is with this type of endeavour that exemplifies the capability and expertise of CANSOFCOM, and more specifically our CJIRU members. The hard work and motivation of our members to develop an Air Evacuation Patient Isolator in such a short time period is truly inspiring to me. They truly believed in the importance of the project and finding a solution to evacuating Ebola patients in support of the CAF and the Government of Canada," stated Brigadier-General Mike Rouleau, commander of CANSOFCOM. ✦



THE EVOLUTION OF THE SMART GUN

Weapon concept (test bed) used to explore the design of rifles to increase accuracy and firepower and the ability to function in a networked environment to give soldiers better situational awareness.

More firepower, improved accuracy and smart integrated accessories that connect to command and control networks are the headline features of the new integrated assault rifle concept that Defence Research and Development Canada (DRDC) and Colt Canada have developed for the Canadian Armed Forces (CAF).

The prototype, in development since 2009 through the Soldier Integrated Precision Effects Systems (SIPES) project, includes a firing mechanism to shoot lightweight cased telescoped ammunition, a secondary effects module for increased firepower and a NATO standard power and data rail to integrate accessories like electro-optical sights and position sensors. In order to support the multi-role nature of the weapon, the prototype's secondary effects module features the ability to install either a three round 40 mm grenade launcher or a 12-gauge shotgun. When optimized, the integrated weapon prototype could weigh less than a C7 equipped with a M203 grenade launcher, reducing the burden on soldiers.

"In the medium term, this weapon concept represents a lethal, flexible general-purpose platform," said Lieutenant-Colonel Serge Lapointe, from the Soldier Systems group in Director Land Requirements – Soldier Systems (DLR 5) of the Canadian Army. "It will be able to operate in all theatres of operations in the most complex terrain including urban areas, mountains, jungles, deserts and the Arctic."

The development of the weapon prototype posed a considerable challenge. DRDC scientists analyzed advanced material technologies that could replace the metal used in heavy components. The lightweight case telescoped ammunition was tested extensively with the support of the Munitions Experimental Test Centre in Valcartier, Quebec to assess its long-term aging behaviour. Scientists also studied how to increase the rifle's accuracy using technology that can automatically detect targets and assist with engaging them. Questions related to the sensors needed to accurately geo-locate targets for target data sharing were also investigated.

> "This weapon concept represents a lethal, flexible general-purpose platform."
>
> — LCol Serge Lapointe, Canadian Army

HUMAN FACTOR TRIALS

How the soldier interacts with the weapon was also the subject of numerous human factor trials. Ergonomic and weapon prototype handling tests were performed by Human Systems Inc., under the supervision of DRDC scientists, with CAF soldiers from military bases in Petawawa and Edmonton. The testing was crucial to developing optimal design criteria to meet the CAF's needs for the Small Arms Modernization project.

In addition, lessons learned by both DRDC personnel and the CAF during their deployment in Afghanistan revealed critical elements that informed the prototype weapon development process with respect to its design and functionality.

"The results of the first phase of the project have shown that DRDC expertise can be used to provide the Canadian Armed Forces with solid scientific data so they can make more informed decisions for their major acquisition projects," said Dr. Guy Vézina, the Director General for S&T Army, DRDC.

The new weapon prototype is a promising development for the soldier of the future. The integration of electronic components will allow soldiers to generate or receive data from the command and control network. In the next phase of development, automated target detection and assisted target engagement will be the subject of an in-depth study in the Future Small Arms Research (FSAR) project.

Finally, the development of the integrated weapon prototype and the continuing analysis of promising technologies should facilitate the acquisition of the next generation of small arms by the CAF. The data collected and the analyses documented so far by DRDC scientists will be used in conjunction with the data and analyses that will be generated in the FSAR project to develop the technical criteria that will form part of the statement of operational requirement documentation for the CAF Small Arms Modernization project. ◆

MANDATORY USE OF Leave Self-Service

In August 2010, the government announced the Pay Consolidation Project, which will see pay services for civilian employees from departments and agencies transferred to the Public Service Pay Centre (PSPC) in Miramichi, New Brunswick. Since October 2013, there has been a gradual transfer of DND civilian pay accounts to PSPC. This will continue until the final transfers occur in December 2015.

Over the past few years, DND has gradually introduced the Leave Self-Service project and unions have been consulted throughout the process. Effective February 13, in an effort to support the transfer of all civilian leave information and pay accounts, it is mandatory that all DND civilians who have access to the Defence Wide Area Network (DWAN) use the Leave Self-Service (LSS) tool when submitting paid leave requests. Only employees who do not have access to the DWAN will continue to submit all leave requests using the paper process and leave forms. Users may log into the system using their DWAN user ID and password.

Although paid leave requests must be entered and approved through Leave Self-Service, all requests for leave without pay (LWOP) must continue to be submitted using form GC-178, that can be found in the Defence Forms Catalogue.

If you have further questions regarding this process please direct them to your manager. For more information, please visit the Requesting Leave page: hrciv-rhciv.mil.ca/en/e-compensation-leave-requesting-leave.page.

PHOTO: Cpl Bret MacNe

CAF SWIMMERS BRING HOME NINE MEDALS FROM RECENT CISM COMPETITION

LS Marlee Palmer, a naval reservist from HMCS Nonsuch, Edmonton, competes in the 100 m breaststroke at the CISM Swimming and Paraswimming Championship, held February 2-6 in Fontainebleau, France.

Canadian military swimmers reached a milestone last month, medalling for the first time in individual categories at a Conseil International du Sport Militaire (CISM) swimming competition.

The Canadian Armed Forces (CAF) team, consisting of eight athletes and four staff members from across the country, garnered nine medals, plus a number of fourth and fifth places and personal bests.

Held in Fontainebleau, France from February 2-6, the CISM Swimming and Para-swimming Open saw both able-bodied and para athletes from 11 countries compete together for first time at a CISM swim event.

CAF results were:

- Men's 50m breaststroke: Silver, Master Seaman Doug Young, CFB Halifax (personal best)
- Men's 100m breaststroke: Silver, MS Young
- Men's 100m medley: Silver, MS Young
- Men's 100m medley: Bronze, Sergeant Marc Prud'homme, 21 Electronic Warfare Regiment Kingston, Royal Canadian Regiment
- Men's 50m backstroke: Bronze, Sgt Prud'homme
- Men's 4x100 freestyle relay: Bronze, MS Young; Sgt Prud'homme; Sub-Lieutenant Nicholas Lightbody, Canadian Forces Naval Engineering School Halifax; Captain Dugald Thomson, Trinity Halifax
- Women's 200m breaststroke: Bronze, Leading Seaman Marlee Palmer, HMCS *Nonsuch*, Edmonton
- Women's 200m freestyle: Bronze, Capt Jacinda Smith, 407 Squadron Comox
- Women's 4x200m freestyle relay: Bronze, LS Palmer; Capt Serena Palmer, Wing Operations Greenwood; SLt Emily Wood, HMCS *Calgary*, Esquimalt; and Capt Smith
- Women's 4x100m freestyle relay: Bronze, LS Palmer, Capt Palmer, SLt Wood and Capt Smith

Founded in 1948, CISM is one of the largest multidisciplinary organizations in the world and organizes sporting events for the armed forces of 133 member countries. The current CISM program includes 26 sports on the world level, and several others on the continental or regional levels.

2014

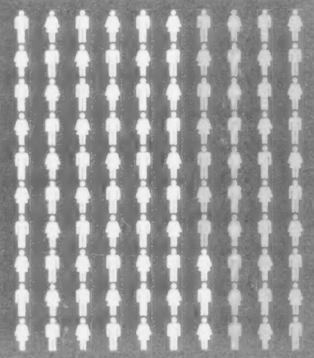
PUBLIC SERVICE EMPLOYEE SURVEY (PSES)
SONDAGE AUPRÈS DES FONCTIONNAIRES FÉDÉRAUX (SAFF)

The PSES provides employees the opportunity to anonymously voice their opinions on their leadership, workforce and work environment. Learn more about what your DND colleagues said in the 2014 survey.

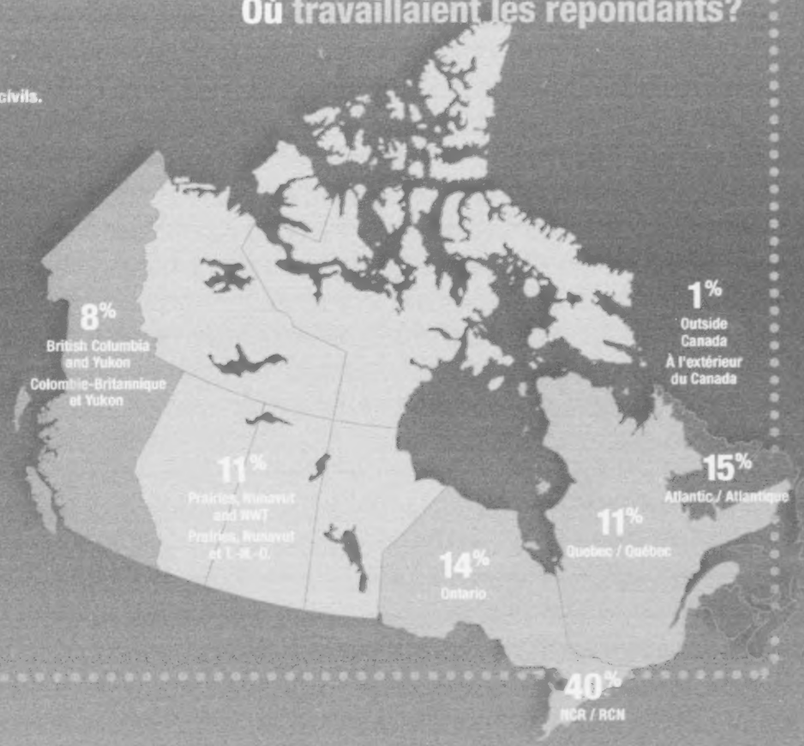
Le SAFF donne aux employés l'occasion d'exprimer leurs opinions concernant le leadership, l'effectif et le milieu de travail. Voyez ce que vos collègues du MDN ont dit lors du SAFF 2014.

Who participated?
Qui a participé?

63% of civilian employees.
63% des employés civils.



Where did they participate?
Où travaillaient les répondants?

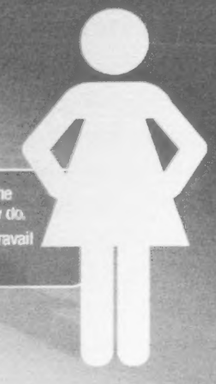


Years of service.
Années de service.

4%	46%	24%	26%
Less than 3 years / Moins de 3 ans	3-10 years / ans	11-20 years / ans	More than 20 years / ans

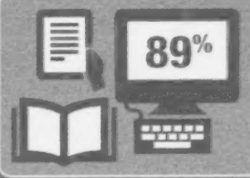
Employees have pride in their work.
Les employés sont fiers de leur travail

93% are willing to put in the extra effort.
sont prêts à faire un effort supplémentaire pour que le travail soit fait.



90% are proud of the work that they do.
sont fiers du travail qu'ils font

Official languages.
Langues officielles.



89% Said that the material and tools provided for my work are available in the official language of their choice.
Ont dit que le matériel et les outils mis à leur disposition dans le cadre de leur travail sont disponibles dans la langue officielle de leur choix.

91% Said that when they communicate with their immediate supervisor, they feel free to use the language of their choice
Ont dit que lorsqu'ils communiquent avec leur superviseur immédiat, ils se sentent libres de le faire dans la langue officielle de leur choix.

Quality of work suffers because...
La qualité du travail est minée parce que ...

41% constantly changing priorities.
les priorités changent constamment.

54% too many approval stages.
il y a un trop grand nombre d'étapes d'approbation.

51% having to do the same or more work, but with fewer resources.
il faut faire le même travail, ou en faire plus, avec moins de ressources.

46% overly complicated or unnecessary business process.
les processus opérationnels sont trop compliqués ou inutiles.

* Percentages have been rounded up. / Les pourcentages ont été arrondis.

~Action plans will be developed to respond to this feedback. / Des plans d'action seront développés pour répondre aux commentaires.